Selection, Classification, and Performance Metrics for the Objective Force

Project Select21

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Army Problem: An Effective Personnel System for the Objective Force

 … **Potential opponents** must be convinced that we are able to break them physically and psychologically and that we are willing to bear the cost of doing so … **the only way to guarantee victory is to put our boots on his ground**, impose ourselves on his territory, and destroy him in his sanctuaries. And when we **put our Soldiers in the mud**, these units must be organized, manned, equipped, and trained to do the job decisively. This means that **we must prepare and resource them** to overcome both the risk of mission failure and the risk of exorbitant casualties even through the mission succeeds. **This is the foundation of decisive operations** …**Therefore** …**At the heart of the Objective Force are Soldiers** and leaders --Warriors -- who will go into harm 's way to impose our Nation 's will on any adversary. **They must know and live Army values, be disciplined, be physically tough and mentally conditioned for combat, have perseverance, be competent in our doctrine, and possess the will to win** … Into their hands, we will put the world 's finest warfighting technology. They must be **expert at the use of emerging technologies and trained** for the full range of operations.

US Army White Paper: Concepts for the OBJECTIVE FORCE, p. iii

Research Objectives

- Develop and validate measures of critical knowledge, skills, and other personal attributes (KSAs) needed for successful execution of Objective Force missions.

- Propose use of promising measures as foundation for an improved entry-level selection and classification system.

Select21: Desired Outcomes of Selection and Assignment Practices

Focal Outcome -
Effective job/duty performance

Wider outcomes -
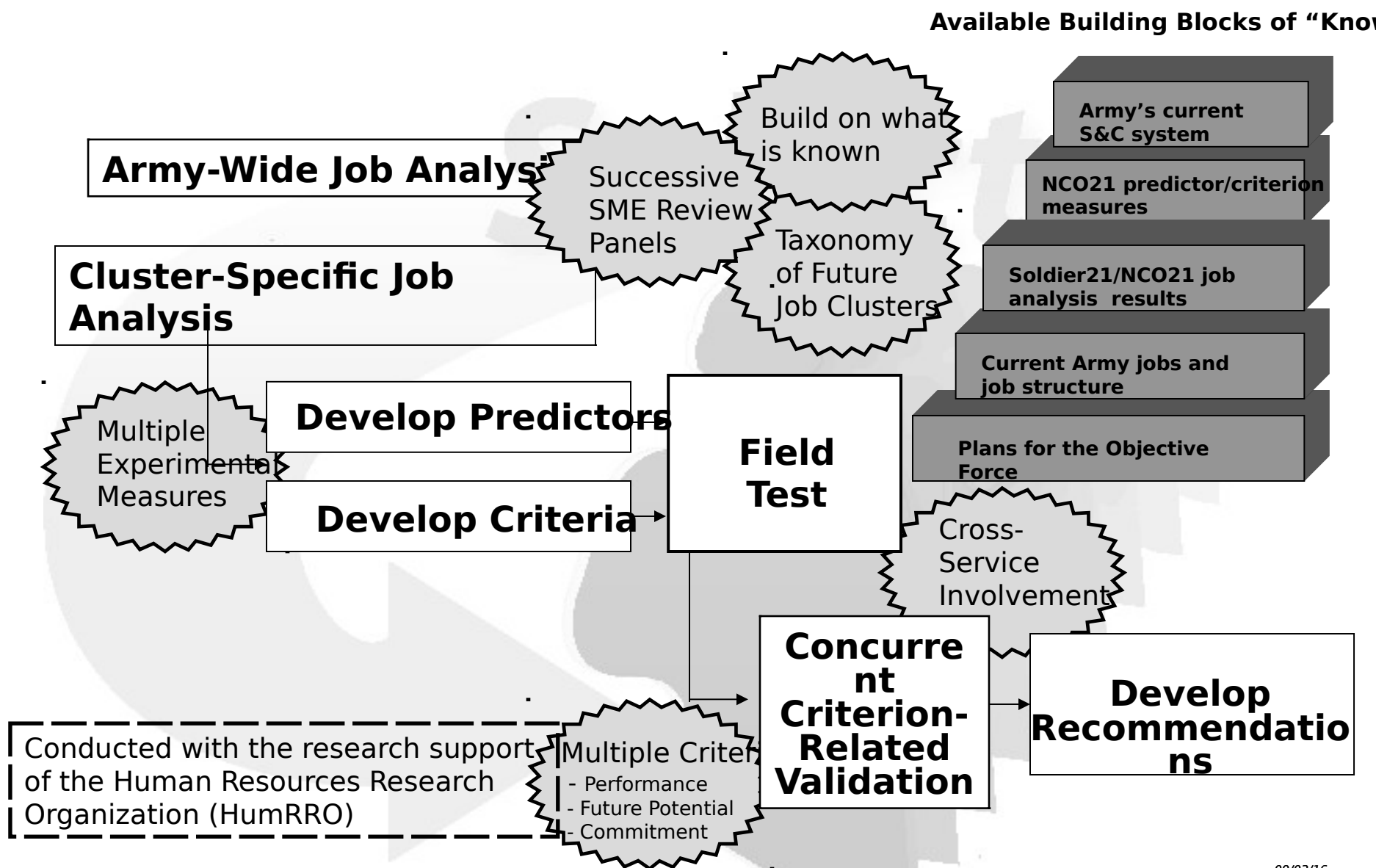Person-Environment Fit
Term completion
Development of advanced capabilities
Retention in service

Products

- Future job clusters (FY02)
- Future job/task requirements: Army-wide (FY02)and cluster-specific (FY03)
- Future KSA requirements (FY03)
- Criterion measures (FY04)
- Predictor measures (FY04)
- Validation evidence (FY05)

Research Approach

Army-Wide Job Analysis

Cluster-Specific Job Analysis

Develop Predictors

Develop Criteria

Field Test

Concurrent Criterion-Related Validation

Develop Recommendations

Successive SME Review Panels

Build on what is known

Taxonomy of Future Job Clusters

Multiple Experimental Measures

Cross-Service Involvement

Multiple Criteria
- Performance
- Future Potential
- Commitment

Army's current S&C system

NCO21 predictor/criterion measures

Soldier21/NCO21 job analysis results

Current Army jobs and job structure

Plans for the Objective Force

Conducted with the research support of the Human Resources Research Organization (HumRRO)

External Support

Army Steering Committee (ASC) -
Senior representatives from
- US Army G-1
- US Army G-3
- US Army Personnel Command
- Objective Force Task Force
- Individual Entry-Level Training (IET)
- US Army Recruiting Command

Subject Matter Expert Panel (SMEP) -
Represent key commands & have in-depth knowledge of future jobs, especially within targeted job clusters

Have provided judgments about
- Job clusters
- Job performance demands
- KSAs & KSA priorities
- Candidate measures

Scientific Review Panel (SRP) -
Scientific feedback and ideas
- Wally Borman, Univ. of South Florida/PDRI
- Bruce Orvis, RAND Corp.
- Fred Oswald, Univ. of Michigan
- Ken Pearlman, independent consultant
- Ben Schneider, Univ. of Maryland

Site Visits -

To review future oriented jobs/job clusters

To conduct workshops for cluster-specific
job analysis information: performance requirements, KSAs, & KSA priorities

Troop support at TRADOC installation —

Validation Design

- Concurrent design
- Three primary samples: Army-wide, Close Combat cluster, SINC cluster
- Possible "special samples"
- Soldiers with 18-36 months time-in-service

Project Recommendations

- Will be based on…
  - Empirical results
  - Reactions from field
  - Input from the Scientific Review Panel & Army Steering Committee
- Likely to be iterative
- Evidence for selection system changes may be stronger than classification system changes; operational evaluation may be required
- Delivered via briefings and reports

Progress

- Identified anticipated future conditions

- Army-Wide job analysis accomplishments - Completed projection of
  - Job demands: performance dimensions & common tas
  - KSA & KSA priorities

- Job clusters -
  - Identified 16 clusters
  - Selected target clusters
  - Projected performance requirements by MOS
  - Identified & prioritized performance-KSA linkages

- Measures -
  - Identified candidate measurement methods
  - Mapped candidate methods to constructs for measure
  - Initiated data collection to support instrument develop

Progress - Job Clusters

- ***Close Combat***

- Non Line-of-Sight Fire

- ***Surveillance, Intelligence & Communications (SINC)***

- Unmanned Vehicle Robotics

- Security & Civil Affairs

- Mechanical Maintenance/Repair

- Electronics Maintenance/Repair

- Aircraft Maintenance/Repair

- Administration

- Logistics/Supply Support

- Heavy Equipment Operator

- Craftworker

- Medical Care, Health, & Well-Being

- Skilled Science Technician

- Media Specialist

- Band

Target Clusters - Close Combat (MOS 11B Infantryman, 19D Cavalry Scout,
19K Armor Crewman) & ***SINC*** (MOS 31U Signal Support Systems Specialist,
74B Information systems Operator/Maintainer, 96B Intelligence Analyst)

Progress - Army-Wide Job Demands

Performs Common Tasks

Solves Problems/Makes Decisions

Exhibits Safety Consciousness

Adapts to Changing Conditions

Communicates in Writing

Communicates Orally

Uses Computers

Manages Information

Exhibits Cultural Tolerance

Exhibits Effort/Initiative on the Job

Follows Instructions & Rules

Exhibits Integrity/Discipline on the Job

Demonstrates Physical Fitness

Demonstrates Military Presence

Relates to & Supports Peers

Exhibits a Selfless Service Orientation

Exhibits Self-Management

Exhibits Self-Directed Learning

Demonstrates Teamwork

Progress – Example KSAs

Oral Communication Skill

Written Communication Skill

Reading Skill/Comprehension

Basic Math Facility

General Cognitive Aptitude

Basic Electronics Knowledge

Basic Mechanical Knowledge

Working Memory

Perceptual Speed & Accuracy

Spatial Relations Aptitude

Stamina

Multi-limb Coordination

Sound Judgment

Team Orientation

Cultural Tolerance

Agreeableness

Social Perceptiveness

Achievement Motivation

Self-Reliance

Affiliation

Potency

Dependability

Locus of Control

Intellectance

Emotional Stability

Self-Management Skill

Self-Directed Learning/Development Sk

Surfacing Issues

- Not enough commonality identified across MOSs for the cluster-level approach - focus shifted to MOS-specific along with Army-wide requirements

- Criterion measures of future performance - a challenge to current validation design and performance measures

- Because physical abilities testing is outside of ARI's purview, some important KSAs will not be included in our predictor set

- Deployments will have a major impact on timeline - loss of access to soldiers for test development